

ATTACHMENT 2

From: Phyl Barrus
To: Reed, Dick
Date: 6/10/04 8:03AM
Subject: Articles on succession planning

June 10, 2004

find (Subject =Succession planning)

1. Managing in the new millennium : the challenge for management in the 21st century
-- leadership / Buhler, Patricia M.
SUPERVISION, 65 (2): 20-22, February 2004 CSL
2. The succession planning model that can work for you
HR FOCUS, 81 (3): 3-4, March 2004 CSL
3. Succession planning : take two / Hastings, Sandra.
INFO-LINE [ASTD] (0405): 1-16, May 2004
4. Planning + learning = succession success
HR FOCUS, 80 (2): 3-5, February 2003 CSL
5. Succession planning : reflecting on university police departments in Florida /
Withrow, J. D.
CAMPUS LAW ENFORCEMENT JOURNAL, 33 (1): 12-16, January/February 2003
6. Making waves / Ellis, Kristine.
TRAINING, 40 (6): 16-21, June 2003
7. Exclusive survey : HR has many ideas... but little support for succession
preparation
HR FOCUS, 80 (7): S1-S4, July 2003 CSL
8. How Intel melds talent management with succession
HR FOCUS, 80 (7): S2, July 2003 CSL
9. Irreplaceable you / Feeney, Sheila Anne.
WORKFORCE MANAGEMENT, 82 (8): 36-40, August 2003
10. Growing leaders for turbulent times : is succession planning up to the challenge?
/ Karaveli, Ayse; Hall, Douglas T.
ORGANIZATIONAL DYNAMICS, 32 (1): 62-79, February 2003
11. Developing your leadership pipeline / Conger, Jay A.; Fulmer, Robert M.
HARVARD BUSINESS REVIEW, 81 (12): 76-84, December 2003 **
12. Linking employee assessments to succession planning / Kim, Soonhee.
PUBLIC PERSONNEL MANAGEMENT, 32 (4): 533-547, Winter 2003 *
13. Succession planning keeps WellPoint competitive / Kiger, Patrick J.
WORKFORCE, 81 (4): 50-54, April 2002
14. Invest in futures / Simpson, Liz.
TRAINING, 39 (5): 45-46, 48, May 2002
15. Preparing the organization for succession : one individual at a time / Mulder,

- Armand E. R.
THE JOURNAL OF CALIFORNIA LAW ENFORCEMENT, 36 (2): 17-23, 2002
16. Could key personnel losses create chaos? / Balaji, Selvaraju.
SECURITY MANAGEMENT, 46 (7): 184, July 2002 CSL
17. Business continuity : muddling through / Taylor, Paul W.
GOVERNMENT TECHNOLOGY, (Supplement): 20-22, 24, September 2002
18. Holes at the top : why CEO firings backfire / Wiersema, Margarethe.
HARVARD BUSINESS REVIEW, 80 (12): 70-77, December 2002
19. Who is going to fill their shoes? : a perspective on the recruitment of police chiefs / Brown, Gary.
THE JOURNAL OF CALIFORNIA LAW ENFORCEMENT, 36 (3): 13-15, 2002
20. Ensuring the organization's future : a leadership development case study / Green, Marnie E.
PUBLIC PERSONNEL MANAGEMENT, 31 (4): 431-439, Winter 2002 CSL
21. Assessing the training needs of high-potential managers / Patton, W. David; Pratt, Connie.
PUBLIC PERSONNEL MANAGEMENT, 31 (4): 465-484, Winter 2002 CSL
22. Converting crisis to opportunity : the AACC community college leadership summit / McClenney, Kay M.
COMMUNITY COLLEGE JOURNAL, 71 (6): 24-28, June/July 2001 *
23. Johnson & Johnson : frameworks for leadership / Fulmer, Robert M.
ORGANIZATIONAL DYNAMICS, 29 (3): 211-220, Winter 2000
24. Ready, set, rotate : a management diversification plan for small to midsized agencies / Marvin, Douglas R.
FBI LAW ENFORCEMENT BULLETIN, 67 (11): 22-25, November 1998 *
25. Plan today for an unexpected tomorrow [succession planning] / Caudron, Shari.
PERSONNEL JOURNAL, 75 (9): 40-45, September 1996 CSL
26. Succession planning
INFO-LINE [ASTD] 93 (12): 1-16, December 1993 *

- Submit budget change proposal for implementation
- Issue RFP for system if funding is approved

Provide to POST's Regional Skills Training Centers, using special funding, updated driver training and force options simulators and program software. (7/04) (TPS)

Performance Measures

- Conduct field survey to determine equipment and software needs
- Meet with vendors and RSTC providers to design upgrade packages
- Provide proportionate funding to sites via established protocol

Study the feasibility of using distance learning (Internet) and related other technologies. (6/06) (LTRC)

Performance Measures

- Seek Commission approval of and secure funding for Internet hosting of two training courses including development of a learning portal and learning management system
- Develop a request for proposal and let a contract for the above listed work
- Deploy the two Internet courses and infrastructure
- Develop other Internet training as appropriate
- Promote and support the use of Internet training
- Report on the Internet training experience

B.15 Develop strategy for succession planning, career planning, and mentoring to address the training impact of early retirements. (7/05) (TPS)

Performance Measures

- Assess present levels of employee tenure among agencies
- Assess fiscal impact on agencies to recruit replacements
- Assess capabilities of academies to process large numbers of replacement personnel
- Consider expansion of lateral transfer protocols
- Create incentives to retain retirement-eligible employees
- Retain a research firm, upon approval of Commission, to conduct in-depth study of topic

B.16 Make available periodic training symposiums on emerging issues. (1/06) (EO)

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Your query found 9 articles.

5. Linking employee assessments to succession planning / Kim, Soonhee.

PUBLIC PERSONNEL MANAGEMENT, 32 (4): 533-547, Winter 2003. *

Subjects: Succession planning ; Department of Energy ; Nevada ; Employee performance

Abstract:

Due to widespread downsizing and an aging workforce, succession planning is rapidly becoming a key strategic planning tool for human resource management and for improving government performance and accountability. The purpose of this paper is to offer ideas on the connection between employee assessments and succession planning. After describing links between employee assessment and succession planning, the paper presents results from a survey designed to measure employee attitudes toward career development and perceptions of succession planning at the Nevada Operations Office of the Department of Energy. The paper analyzes how employee assessment procedures can take into account career development, training needs, retirement plans, workforce diversity, succession planning and mentoring programs. Last, the significance of employee assessment procedures for facilitating succession planning management decisions that comply with organizational objectives as well as strategic workforce plans is discussed.

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